

1



2

Feedback is Essential at Work and in the Family



EVERYONE DESERVES A CHANCE TO IMPROVE.



LIKE ALL SKILLS, IT TAKES PRACTICE TO GET IT RIGHT.

9/10/24

3

Mindsets

- Mindsets are underlying beliefs people have about learning, abilities, and intelligence.
- When people have a **growth mindset** they believe they can get better at an ability or area and they understand that effort makes them stronger.
- When people have a **fixed mindset**, they believe that you're either smart or you're not or that you are either athletic or not. Abilities are fixed, innate, and unchangeable.

9/10/24

4

Growth Mindset

Fixed Mindset

GROWTH MINDSET
The driver behind a learner's motivation and achievement

FIXED MINDSET	GROWTH MINDSET
Failure is the limit of my abilities	Failure is an opportunity to grow
I'm either good at it or not	I can learn and get better
Feedback and criticism are personal	Feedback helps me get better
I don't like to be challenged	Challenges help me grow
I don't need to practice	I can work hard to get better at something
I stick to what I know	I like to try new things
Mistakes are bad so I avoid them	Mistakes are learning opportunities
My abilities do not change	My effort and attitude determine my abilities

9/10/24

5

Growth vs. Fixed Mindset Video

GROWTH MINDSET
WHAT IT IS | HOW IT WORKS
WHY IT MATTERS

9/10/24

6

What does the science say is most often true:
growth or fixed mindset?



9/10/24

7

Mindset, Research, and Feedback



Research on brain plasticity has show connectivity between neurons can change with experience.



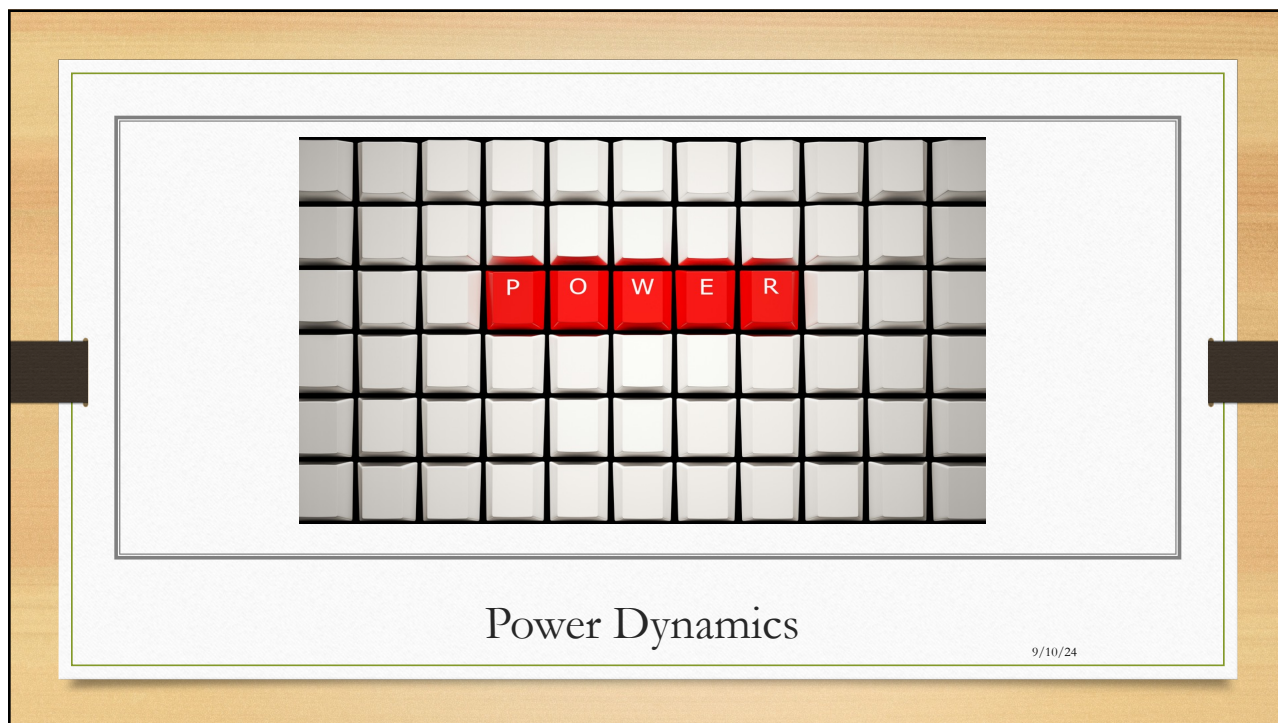
The kind of feedback we give others seems to shape whether people have a fixed or a growth mindset. For example,

Praising children for traits they have no control over (e.g., good at math, smart) encourages a fixed mindset.

Praising children for traits that they can control (e.g., hard work and effort) cultivates a growth mindset.

9/10/24

8



9

Power Dynamics

Being able to have a sense of who possesses power in different relationships

Understanding how these forces influence feelings and behaviors

Interpreting situations that hinge on those dynamics.

9/10/24

10

Negativity Bias



9/10/24

11



Giving Feedback

9/10/24

12

What is Worthy Feedback?

- Right reasons to give feedback
 - Commitment/concern for another
 - Sense of responsibility
 - To guide/mentor
 - To support/enhance
- Wrong reasons to give feedback
 - Defend/excuse our own behavior
 - Exert revenge/demoralize
 - We're in a bad mood
 - To make ourselves seem powerful/superior

9/10/24

13

Feedback provider must be credible/trusted by the feedback recipient.



9/10/24

14

Pick our Moment/Pick our Place

- If setting is appropriate, give informal feedback frequently (both positive/negative).
- The closer to the event we address the issue, the better.
- Feedback needs to come at a time when they can still use it.
- If the situation involved is highly emotional, wait until everyone has calmed down.
- Give negative feedback in private

9/10/24

15

Limit our focus







- A feedback session should discuss no more than one or two issues.
- Most people can take in only one critical comment at a time.

9/10/24

16






To Consider when Giving Feedback:

 <p>Focus on description/behavior rather than judgment/personality</p>	 <p>Focus on what the person did and its effect on us.</p>
 <p>Use “I statements”.</p>	 <p>We can say “I was angry and hurt when you criticized my report in front of my boss.” rather than “You were insensitive yesterday.”</p>

9/10/24

17

Give the person an opportunity to respond and give their perspective:

-  “What do you think?”
-  “What is your view of the situation?”
-  “What are your reactions to this?”
-  “Tell me, what are your thoughts?”
-  “Is this a fair representation of what happened?”

9/10/24

18

To Consider when Giving Feedback:

- Try to end on a high note:
 - “You always approach things in a positive and optimistic way.
 - “You regularly try things that are out of your comfort zone. I love that about you.”

9/10/24

19

Summarize and express support (Example):

“So, we now understand each other better. I’ll do what I can to make sure your priorities are factored into the schedule, and I will expect you to come straight to me if the schedule is a problem. You’ve really followed through on some tough problems. Keep taking the initiative on problems like that.”

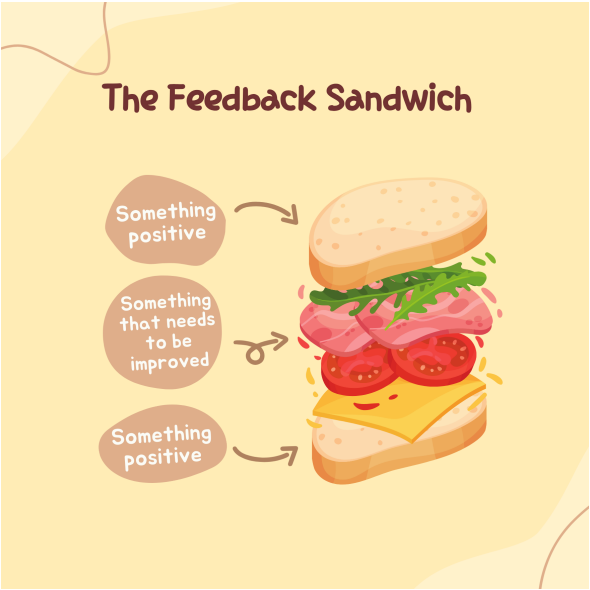
9/10/24

20

Consider the sandwich method:

- Say something positive
- Then noting something that needs to be improved
- Then saying something else positive again.


The Feedback Sandwich



9/10/24

21

Allow enough time for a response in behavior to the feedback.



9/10/24

22

Feedback is Like a Present, Not a Tennis Ball



9/10/24

23



Receiving Feedback

9/10/24

24

Cultivate a growth mindset and ask for feedback occasionally (from folks we truly trust).

How are we doing?

What could I do to make your job easier?

If you had to make a couple of suggestions for improving my work, what would they be?

9/10/24

25

To Consider when Receiving Feedback:

 BE CAREFUL OF NEGATIVITY BIAS.

 CONSIDER THE FEEDBACK WE'VE BEEN GIVEN AS IF WE HAVE DISCOVERED IT FOR OURSELVES.

 ALWAYS THANK THE PERSON EVEN IF WE DON'T AGREE AT THIS TIME.

 SEE IF WE CAN LEARN FROM THE FEEDBACK.

9/10/24

26

Ask questions to signal that we have received the feedback.

- Focus on the behavior (not the personal criticism). Even if the feedback has been given is at the character level, we can always return the conversation back to the behavioral and help the person giving feedback to focus on that level.
 - (if they are not specific) “So I hear that you are annoyed and think I am not committed. Yes? It would be helpful to me if I could understand what it is that I do that results in you feeling that way.”
 - “I hear that the fact that sometimes I don’t respond to your texts for several days is what leaves you feeling that I am not committed.”

9/10/24

27

To Consider when Receiving Feedback:

Let the other person finish completely and try to listen deeply.


Avoid justifying, explaining, or making the other person wrong.


Sometimes the best initial response upon hearing negative feedback is silence.


9/10/24

28

Don't
react to
the initial
sting of
negative
feedback.

 We need to be aware of our own emotions (self-awareness) and be able to manage them (self-regulation) so that even if feedback causes an emotional response, we can control it.

 If we know a person who is critical of everything, try not to take their comment too seriously, as this a character trait and part of their personality.

 If we are upset and feel we might lose control, politely excuse ourselves and leave the room.

9/10/24

29


To Consider when Receiving Feedback:

- Sometimes the feedback giver waits until here she is upset before saying anything and has way too much to say.
 - Ask for time to reflect on what we've heard, one element at a time.
 - It is okay to say when we need to take a break: "Let me think about this. I'm willing to hear more criticism but not all at one time."


9/10/24

30


What if we don't trust the feedback giver?



It's still a present.
Consider it.



Can choose to ignore it if, after consideration, we know it is not trustworthy or, worse, malicious.



Consider telling superior why we don't think it is a good idea and document, document, document.

9/10/24

31

Feedback:

When done right and for the right reasons, it can improve behavior as well as strengthen relationships.

9/10/24

32

Further Reading

- Lickerman, A. (2010, February 7). How To Give And Receive Feedback. Retrieved from <https://www.psychologytoday.com/us/blog/happiness-in-world/201002/how-give-and-receive-feedback>
- Mind Tools Content Team. (n.d.). Emotional Intelligence in Leadership: Learning How to Be More Aware. Retrieved from https://www.mindtools.com/pages/article/newLDR_45.htm
- Popova, M. (2018, September 23). Fixed vs. Growth: The Two Basic Mindsets That Shape Our Lives. Retrieved from <https://www.brainpickings.org/2014/01/29/carol-dweck-mindset/>

9/10/24

33



Questions? Feedback?

9/10/24

34